

Training and Evaluation Outline Report

Task Number: 71-9-5311

Task Title: Coordinate Soldier and Leader Engagement (Brigade - Corps)

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	ADP 3-0	Unified Land Operations	Yes	No
	FM 3-13	INFORMATION OPERATIONS: DOCTRINE, TACTICS, TECHNIQUES, AND PROCEDURES	Yes	Yes
	FM 5-0	(Superseded 17 May 2012 by ADP 5-0) THE OPERATIONS PROCESS	Yes	No
	FM 6-0	(Superseded by ADP 6-0 17 May 2012) MISSION COMMAND	Yes	No

Condition: The command has received an operations plan, or warning, operations, or fragmentary order from higher headquarters and is exercising mission command. The commander has issued guidance on conducting Soldier and Leader Engagement. The command has established communications with subordinate and adjacent units, and higher headquarters. The mission command networks, information systems, facilities and equipment are operational and processing information in accordance with standard operating procedures. This task can be performed in hours of daylight or limited visibility in various environment conditions. The unit has received guidance on the rules of engagement. Some iterations of this task should be performed in MOPP.

Standard: The staff led by the Information and Influence Activities section coordinates Soldier and Leader Engagement with face-to-face interaction by military leaders, Soldiers, Department of the Army Civilians, and United States Contractor Personnel to inform and influence the local leaders and local populace in order to amplify positive actions, counter threat propaganda, and increase goodwill support the friendly mission IAW FM 3-13, FM 5-0, FM 6-0 and ADP 3-0.

Note: Task steps and performance measures may not apply to every unit or echelon. Prior to evaluation, coordination should be made between evaluator and the evaluated units' higher headquarters to determine the performance measures that may not be evaluated.

Special Equipment: None

Safety Level: Low

Task Statements

Cue: None

DANGER

Leaders have an inherent responsibility to conduct Composite Risk Management to ensure the safety of all Soldiers and promote mission accomplishment.

WARNING

Composite Risk Management is the Army's primary decision-making process to identify hazards, reduce risk, and prevent both accidental and tactical loss. All soldiers have the responsibility to learn and understand the risks associated with this task.

CAUTION

Identifying hazards and controlling risks across the full spectrum of Army functions, operations, and activities is the responsibility of all Soldiers.

Remarks: Last Updated on: 2/29/2012

Notes: None

TASK STEPS

1. Inform and Influence Activities section, nominates who the command should engage during targeting meeting.

a. When deciding who is involved, they identify the key formal and informal leaders, key communicators, actors and influential personalities within the area of operation.

b. Second and third order effects of the delivered message are properly identified.

c. Determine the desired effects to include measure of performance (MOP) and measure of effectiveness (MOE).

d. Integrate soldier and leader engagement into Ops and the Commanders narrative.

2. Military Information Support Operations (MISO) planners and S/G7 analyze the operating environment and populations within that environment.

a. IIA section determines what themes and messages should be emphasized to specific target audience.

b. G/S-7 ensures that themes and messages are consistent with any published public affairs guidance to mitigate message delivered within the information environment.

c. Additional Information Related Capabilities (IRCs) must be synchronized and consistent with Soldier and Leader Engagement (SLE) messages to ensure maximum effect.

3. Commander decides what is to be achieved during engagement.

a. G/S-7 Recommends SLE objectives and ensures that effect, target, action, purpose (ETAP) nest with and support the commander's overall objectives and intent.

b. IIA section conducts pre-engagement analysis in order to determine the desired end state, and refined SLE objective (ETAP - Effect, Target, Action, and Purpose).

c. IIA section determines the consequences that result from not achieving the desired end state for the engagement. (Re-engage, re-engage with another person, etc....)

* 4. G/S-7 recommends to the commander the frequency and timing of SLEs.

a. The Inform and Influence Activities Working Group (IIAWG) coordinate and synchronize all engagement activities.

b. Recommendations are given to subordinate leaders and Soldiers for how often and when to engage.

c. The best location and setting is determined using the Combined Information Overlay (CIO), running estimates, cultural assessments.

d. Commanders messages are developed and are supportive of the command's logical and physical lines of effort and the objectives that support the end states.

* 5. G/S-7 conducts final coordination.

a. IIA section reviews relevant guidance from higher headquarters, as well as recent updates to estimates or activity.

b. Determine the best venue for a planned SLE and should maximize the opportunity for success.

c. Coordination conducted with higher and subordinate units.

6. The Inform and Influence Activities (IIA) section prepare Soldiers and leaders for an engagement by organizing the event into the three steps; introduction, business, post-business.

a. Rehearsal is conducted under conditions that closely approximate the environment and conditions in which they will be conducted.

b. Introduction is essential and has potential to set the tone of the engagement.

c. Business step is the main focus of the engagement.

d. Post Business summarizes what was agreed upon at the end of the engagement, to include clarify expectations and actions of both parties.

7. IIA section will review SLE After Action review (AAR) reports for relevant information and disseminate engagement report.

8. IIA section will review for refinement and assess if re-engagement is necessary.

(Asterisks indicates a leader performance step.)

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. Inform and Influence Activities section, nominated who the command should engage during targeting meeting.			
a. When deciding who is involved, they identified the key formal and informal leaders, key communicators, actors and influential personalities within the area of operation.			
b. Second and third order effects of the delivered message were properly identified.			
c. Determined the desired effects to include measure of performance (MOP) and measure of effectiveness (MOE).			
d. Integrated soldier and leader engagement into Ops and the Commanders narrative.			
2. Military Information Support Operations (MISO) planners and S/G7 analyzed the operating environment and populations within that environment.			
a. IIA section determined what themes and messages should be emphasized to specific target audience.			
b. G/S-7 ensured that themes and messages are consistent with any published public affairs guidance to mitigate message delivered within the information environment.			
c. Additional Information Related Capabilities (IRCs) were synchronized and consistent with Soldier and Leader Engagement (SLE) messages to ensure maximum effect.			
3. Commander decides what is to be achieved during engagement.			
a. G/S-7 Recommended SLE objectives and ensures that effect, target, action, purpose (ETAP) nest with and support the commander's overall objectives and intent.			
b. IIA section conducted pre-engagement analysis in order to determine the desired end state, and refined SLE objective (ETAP - Effect, Target, Action, and Purpose).			
c. IIA section determined the consequences that result from not achieving the desired end state for the engagement. (Re-engage, re-engage with another person, etc....)			
4. G/S-7 recommended to the commander the frequency and timing of SLEs.			
a. The Inform and Influence Activities Working Group (IIAWG) coordinated and synchronized all engagement activities.			
b. Recommendations were given to subordinate leaders and Soldiers for how often and when to engage.			
c. The best location and setting was determined using the Combined Information Overlay (CIO), running estimates, cultural assessments.			
d. Commanders messages were developed and were supportive of the command's logical and physical lines of effort and the objectives that supported the end states.			
5. G/S-7 conducted final coordination.			
a. IIA section reviewed relevant guidance from higher headquarters, as well as recent updates to estimates or activity.			
b. Determined the best venue for a planned SLE and should maximize the opportunity for success.			
c. Coordinated conducted with higher and subordinate units.			
6. The Inform and Influence Activities (IIA) section prepared Soldiers and leaders for an engagement by organizing the event into the three steps; introduction, business, post-business.			
a. Rehearsal is conducted under conditions that closely approximate the environment and conditions in which they will be conducted.			
b. Introduction is essential and has potential to set the tone of the engagement.			
c. Business step was the main focus of the engagement.			

d. Post Business summarized what was agreed upon at the end of the engagement, to include clarify expectations and actions of both parties.			
7. IIA section reviewed SLE After Action review (AAR) reports for relevant information and disseminate engagement report.			
8. IIA section reviewed for refinement and assess if re-engagement is necessary.			

TASK PERFORMANCE / EVALUATION SUMMARY BLOCK							
ITERATION	1	2	3	4	5	M	TOTAL
TOTAL PERFORMANCE MEASURES EVALUATED							
TOTAL PERFORMANCE MEASURES GO							
TRAINING STATUS GO/NO-GO							

ITERATION: 1 2 3 4 5 M

COMMANDER/LEADER ASSESSMENT: T P U

Mission(s) supported: None

MOPP: Sometimes

MOPP Statement: None

NVG: Never

NVG Statement: None

Prerequisite Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-8-5112	Integrate Requirements and Capabilities (Battalion - Corps)	71 - Combined Arms (Collective)	Approved

Supporting Collective Task(s):

Step Number	Task Number	Title	Proponent	Status
	71-9-5800	Provide Public Affairs in the Joint Operations Area (Division Echelon and Above [Operational])	71 - Combined Arms (Collective)	Approved

Supporting Individual Task(s):

Step Number	Task Number	Title	Proponent	Status
	150-718-5111	Participate in the Military Decision Making Process	150 - Combined Arms (Individual)	Approved
	150-IIA-1023	Develop an Inform and Influence Activities Assessment Plan	150 - Combined Arms (Individual)	Approved

Supporting Drill Task(s): None

TADSS

Step ID	TADSS ID	Title	Product Type	Quantity
No TADSS specified				

Equipment (LIN)

Step ID	LIN	Nomenclature	Qty
No equipment specified			

Materiel Items (NSN)

Step ID	NSN	LIN	Title	Qty
No equipment specified				

Environment: Environmental protection is not just the law but the right thing to do. It is a continual process and starts with deliberate planning. Always be alert to ways to protect our environment during training and missions. In doing so, you will contribute to the sustainment of our training resources while protecting people and the environment from harmful effects. Refer to FM 3-34.5 Environmental Considerations and GTA 05-08-002 ENVIRONMENTAL-RELATED RISK ASSESSMENT

Safety: In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination. In a training environment, leaders must perform a risk assessment in accordance with FM 5-19, Composite Risk Management. Leaders will complete a DA Form 7566 COMPOSITE RISK MANAGEMENT WORKSHEET during the planning and completion of each task and sub-task by assessing mission, enemy, terrain and weather, troops and support available-time available and civil considerations, (METT-TC). Note: During MOPP training, leaders must ensure personnel are monitored for potential heat injury. Local policies and procedures must be followed during times of increased heat category in order to avoid heat related injury. Consider the MOPP work/rest cycles and water replacement guidelines IAW FM 3-11.4, NBC Protection, FM 3-11.5, CBRN Decontamination.